

CONSUMER NEEDS

**DIA DECLASSIFICATION/RELEASE
INSTRUCTIONS ON FILE**

Action project

Expected Major Requirements for New or Different
Intelligence in the Near- to Mid-Term Future

This study will seek to identify anticipated changes in the political/economic/military situation throughout the world over the next five years which are likely to be of such increased significance in the determination of U.S. foreign and security policy that they will have a major impact on the intelligence needs of senior-level intelligence consumers. The study will attempt to identify political, economic and military developments which are considered likely to be so important to the United States as to markedly affect the priority attaching to the related intelligence. Such identification would provide basis for the necessary planning actions within the intelligence community.

Whether the United States will have need for increasing amounts, and perhaps new types, of economic, financial and commercial intelligence as support for policy determination and international negotiations will be an important area of investigation. Another will be inquiry as to whether new and perhaps different types of political/military confrontations can be expected in areas where policy interests of the U.S., USSR and PRC overlap importantly.

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Since this project is intended to provide guidance for the intelligence community from its major consumers, it is considered the study should be conducted at the policy-making level of the government.

The Chairman, NSCIC Working Group will request the Chairman of the NSCIC to designate the director of this project and will suggest that the project leader should determine the composition of his group.

Upon completion of the guidance study, it is expected that a follow-on study effort will be established within the intelligence community to assess the capabilities of intelligence production organizations to respond to the projected changes in the intelligence needs of U. S. policy makers and to prepare appropriate recommendations for consideration by the DCI.

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CONSUMER NEEDS

Action project

Review of the Supplement to DCID 1/2, "U. S.
Intelligence Objectives and Priorities"

The DCI will forward a copy of the new DCID 1/2 and its Supplement, "U. S. Intelligence Objectives and Priorities", to each member of the NSCIC with a request for comments indicating the extent to which the list of objectives and their assigned priorities, by country, properly reflect his consumer needs. It is expected that each member of the NSCIC Working Group who does not represent an intelligence organization will be responsible for preparation of the response from his NSCIC principal.

The D/DCI/NIPE will assemble and analyze the responses and submit appropriate comments and recommendations for NSCIC Working Group consideration.

CONSUMER NEEDS

Action project

Survey of Consumer Reaction to Intelligence Products

This study will use questionnaires to survey consumer reactions to the present scope, quality, timeliness and usefulness of designated U.S. intelligence products, and to identify any specific areas of dissatisfaction on which corrective action is indicated.

The questionnaire will be developed and the survey conducted by a task group, chairman of which will be designated by the D/DCI/NIPE, with representation from all NSCIC Working Group agencies.

Results of the survey will be submitted to the NSCIC Working Group for consideration, and for the preparation of recommendations to the NSCIC as appropriate.

PRODUCT EVALUATION

Action project

Review of the NIE-11 Series

This study will review the responsiveness of the present NIE-11 series to the needs of high level consumers in order to provide guidance to the intelligence community for the NIE-11 publications to be prepared during calendar year 1972. Specific consideration will be given to:

NIE-11-3	Soviet Strategic Defense
NIE-11-8	Soviet Forces for Intercontinental Attack
NIE-11-10	Uses of Soviet Military Power in Distant Areas
NIE-11-14	Warsaw Pact Forces for Operations in Eurasia

In response to requests from the National Security Council staff, the Office of National Estimates during 1971 markedly changed the format and content of these NIE-11 products, one result of which was that the documents became much more voluminous. A feedback from top level consumers would provide valuable guidance for all analysts involved in the production of the NIE-11 documents.

The study will be conducted by an ad hoc task group under the chairmanship of the Chief, NSC Net Assessment Group.

Results of the review will be submitted to the NSCIC Working Group for its consideration.

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PRODUCT EVALUATION

Action Project

Intelligence Support for SALT Negotiations

This study will evaluate the manner and effectiveness with which intelligence is responding to the needs of U.S. policy makers and negotiators involved in the SALT negotiations. This will involve a review of the intelligence needs which have been expressed to intelligence agencies and the channels used, the types of intelligence products involved and the channels by which responses have been provided, and the adequacy of intelligence inputs both to expressed needs and to any anticipated needs on which intelligence responded on an initiative basis. Part of the problem will be to determine whether lessons learned and techniques and methodologies applied in the provision of intelligence for the SALT negotiations can apply to intelligence support for future international negotiations in other subject areas.

The study will be conducted by an ad hoc task group under the chairmanship of the Chief, NSC Net Assessment Group.

Results of the review will be submitted to the NSCIC Working Group for its consideration.

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PRODUCT EVALUATION

Action project

Case Study of U. S. Intelligence Reaction to a Political-Military Crisis: The India/Pakistan Conflict of 1971

This study will examine lessons to be learned from the output of U.S. intelligence relating to the India/Pakistan crisis as it evolved in 1971 and the responsiveness of this intelligence to the needs of U.S. policy makers. Facets of the problem to be investigated include: How intelligence needs were expressed and what they were; the extent to which unexpressed needs were anticipated; key U.S. decisions which were involved; the availability of intelligence bearing on U.S. alternatives, and subject areas in which intelligence was adequate or inadequate. Overall, the study will assess the value of the intelligence product in providing useful warning of the situation and effective support for the management of U.S. decisions and actions during these situations. The intelligence product will be analyzed to determine the extent to which it was timely, complete, understandable and credible. Since this will be an ex-post-facto examination, the objective will be to derive lessons which are considered applicable to future periods of international tension.

The study will be conducted by an ad hoc task group under the chairmanship of the Chief, NSC Net Assessment Group.

Results of the review will be submitted to the NSCIC Working Group for its consideration.

PRODUCT EVALUATION

Action project

Evaluation Form for Intelligence Products

This project will involve the development and use of an evaluation form which intelligence producers would forward to NSCIC members along with their copies of each major product--e. g., NIEs, SNIEs, intelligence annexes to NSSMs and important Intelligence Memoranda--to solicit the NSCIC member's views as to the adequacy of the product for his needs. The feedback comments would be reviewed by the D/DCI/NIPE and forwarded to appropriate production elements of the intelligence community. It is expected that in some instances, when problems dealt with in the intelligence paper are under active policy consideration, prompt receipt of the evaluation responses will enable amendment of the intelligence product in time to enhance its impact on policy considerations.

The evaluation form will be reviewed and perhaps given a trial test by the NSCIC Working Group. The form will be developed by an ad hoc task group, chairman of which will be designated by the D/DCI/NIPE.

PRODUCTION IMPROVEMENT

Action project

Resources Devoted to Production by the U.S.
Intelligence Community

This study will assemble an information base, including data from the Consolidated Intelligence Resources Information System (CIRIS) as to the resources being allocated to production by producing activity and target, and will develop a description of the production effort of each major intelligence organization, including a bibliography of products. The study will provide a common statistical frame of reference, identifying production elements of the intelligence community and indicating their levels of effort in geographic and topical terms. It is expected this study will provide a common base for further, more detailed studies of particular elements of the production process, and for future NSCIC discussions of the "producer world".

The D/DCI/NIPE will be responsible for conduct of this study and for its presentation, along with such recommendations for further actions as are appropriate.

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PRODUCTION IMPROVEMENT

Action project

Survey of the Intelligence Analyst Situation

This study will survey the strength and composition of the analyst force involved in intelligence production. Grade levels, experience levels, work environments, opportunities for advancement, means for eliminating "dead wood", analyst techniques and methodologies, the availability of computer support, and adequacy of analyst guidance will be among the aspects examined. It is intended that this study respond to the charge in the President's memorandum of 5 November 1971 that "a determined effort be made to upgrade analyst personnel and analysis methods" and that "more rewarding careers for intelligence analysts, including the opportunity to reach high salary levels while remaining analysts, should be considered".

The study will be conducted by an ad hoc task group, chairman of which will be designated by the D/DCI/NIPE, with representation from all NSCIC Working Group agencies.

Recommendations resulting from the study will be submitted to the NSCIC Working Group for consideration.

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PRODUCTION IMPROVEMENT

Action project

Research and Development Relating to Intelligence Production

This project will assess the requirement for and the feasibility of a research and development program specifically focused on efforts to upgrade analytical methodologies. It will respond to the comment in the President's memorandum of 5 November 1971 that "It seems desirable...that a determined effort be made to upgrade analysis personnel and analysis methods". The study will survey recent and current R&D efforts applicable to the intelligence function, and will investigate the potentialities of a research program which addresses analytical methods and techniques, related training, and machine applications.

The study will be conducted by an ad hoc group, the chairman of which will be designated by the D/DCI/NIPE, with representation from all primary production organizations of the intelligence community.

Recommendations resulting from the study will be submitted to the DCI and, as appropriate, provided to the NSCIC Working Group for its consideration.

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PRODUCTION IMPROVEMENT

Action project

Intelligence Support for U. S. International Economic, Financial and Commercial Policies

This study will examine the analyst resource and production capabilities available to support what are expected to be increasing high-level consumer needs for intelligence support for the establishment of national policies relating to international economic, financial and commercial developments. Data will be required on inputs such as (1) the source of need statements, (2) the sources of data, (3) data base organization, (4) availability of analyst personnel and the suitability of their talents for the changing problem areas, (5) both machine and manual analytical aids, (6) present production loads, (7) priority criteria, and (8) consumer relationships.

The study will be conducted by an ad hoc task group, chairman of which will be designated by the D/DCI/NIPE, with membership from the involved production components.

Recommendations resulting from the study will be submitted, as appropriate, to the DCI and to the NSCIC Working Group for its consideration.

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PRODUCTION IMPROVEMENT

Action project

China as an Intelligence Research and Production Target

This study will examine the extent to which the intelligence community is focusing attention on development of an improved understanding of the People's Republic of China in anticipation of increased consumer interest in China. The study would be a survey of the analyst resources and production capabilities which U.S. intelligence is devoting to developing a base for improved understanding of the decision making process and of the economic and political, as well as military, factors affecting basic elements of China's policy.

The study will be conducted by a task group, chairman of which will be designated by the D/DCI/NIPE, with representation from all NSCIC Working Group agencies.

Recommendations relating to future product improvement will be submitted to the NSCIC Working Group for consideration.

*AMMO bld
g4 Jan 72*

NSCIC WORKING GROUP AGENDA SUGGESTIONS

Agenda Outline

1. Report on consumer statements of needs - commentary.
2. Proposed work program for NSCIC to sanction.
3. Information items

*BT / BRIEFINGS
NO SYSTEMS TEST
INFOFACE, NO DND
OPEN TO ALL NO DND
FEEDBACK
DISCUSSIONS, GENE
HAPPENINGS, MS.
HOW DO WE
ITS MECHANISM
HOW CAN IT HELP
EXISTS BE
SUPPORTING
HOW ARE SPECIAL
INTERESTS REQUESTED*

-- Description of consumer/producer interface, problems, attempts to help already tried or currently being experimented with.

-- Description of post/current efforts to state needs (mainly carried out by producers).

Work Program Items

(Should have preface including statement of NSCIC goals, role of working group in assisting, proposed style of work, etc.)

Items:

1) Study of how current system works, how needs are communicated and perceived. Efforts to do a better job - [REDACTED] What are the problems? What needs to be done to improve the situation?

(2) -- Study of implications of changing political-military situation for intelligence needs of top level consumers.

Major areas may be:

- What policy areas would this affect info
Economic, financial, commercial policy / negotiations
Increased political-military crises in areas of Soviet-U.S. overlap.*

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(3) -- Product evaluation *studies* *due* *status*

(Promote general structure of types of estimates, policy process areas, etc.)

- NSSM case status
- Political-Military crisis - U.S. direct involvement - India/Pak
- Economic, financial, commercial
 - (What is really needed - what decisions, what negotiations, etc.)
- SALT negotiations - intelligence support

(4) -- Survey of producers past and current efforts to improve product, including evaluation of those efforts.

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MKT
27 Jan 72

25X1A9

[REDACTED] --

Following are my thoughts on ~~this~~ what kind of agenda Mr. Tweedy should propose for the next NSCIC Working Group meeting:

1. We have not yet devised a way of eliciting thoughtful comment from the consumers of what is (or may be) wrong with the intelligence product. Unless such comment is received, via the questionnaire method, or via Marshall and Kissinger, we will have to work on ways of improving the product out of the heads of people in the intelligence community itself.
2. There are three approaches to doing the latter as conducted under your aegis. These are:
 - A. Invite the community to conduct a skull session on self-improvement. While this might not sound promising, it conceivably could be done by persuading the DCI to ask the USIB membership to offer their opinions on what is wrong with the national intelligence product. One might in this way come up with some ideas for improvement which could then be studied by your group for recommendations to the DCI.
 - B. Follow Wally's ideas about undertaking an analysis of the production process with the twin hopes that we can: 1) come up with some flaws in the way things are being done; and 2) persuade the producers to change their ways accordingly. I am quite skeptical about this idea bearing fruit in the foreseeable future and certainly not in the near future. In particular, I see no hope that we can devise a Comprehensive Product Improvement Program that we can talk about intelligently at the next NSCIC Working Group meeting.
 - C. We can ourselves (your group) try to describe systematically what we think is wrong with the intelligence product with the purpose of presenting these notions to the Working Group for their concurrence. If the Working Group agrees that our impressions are correct, we would have a handle on beginning to work out solutions to the problems raised. If not, putting such an item on the agenda should help

smoke out their ideas on what is wrong.

3. I recommend approach C -- a Working Group "think session" on how intelligence product shortcomings. Following are my ideas as a starter for what should be said:

- Intelligence is too crisis oriented and suffers, consequent^{ly} from being too shallow. The solution is to divert more analytical effort to exposing long-term trends.
- Intelligence does not look backward sufficiently to properly interpret where we are now. There should be retrospective papers (perhaps estimates) on such broad topics as:

The evolution of world communism since WWII.

The effectiveness of US, Soviet and Chinese military and economic aid programs.

The role of nationalism worldwide ~~in~~ as a deterrent to international ideologies.

- Intelligence should make more and better alternative projections of world problems such as:

Given a red herring?
What would happen if there were a Sino-Soviet war?

What would happen if the US reduced its NATO contingent.

What would happen if the Soviets established a military presence in India.

What would happen if much of Latin America went the way of Chile.

What would happen if the US withdrew from competition with China and the USSR in Africa.

- Intelligence should follow through with military contingency estimates covering the contingencies the US buys military forces for:

Planning for contingencies
What would a strategic nuclear exchange with the USSR be like?

What would a NATO-Warsaw Pact war be like?

21 January 1972

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MEMORANDUM FOR: [REDACTED]

SUBJECT : Attached

The attached is my first draft of option for consideration at Monday's meeting. As you will note it includes most of the approaches in my earlier papers integrated into a single and complete program paper which Mr. Tweedy can send to NSCIC WG members as being the Agenda item for the next NSCIC WG Meeting.

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[REDACTED]

FIRST DRAFT/WES

21 January 1972

SUBJECT: Suggested Initial Program Outline for NSCIC WG

I. The Problem

A. NSCIC has set up the NSCIC WG to submit a "work program" or plan of action for the on going deliberation of NSCIC in support of its mission as stated in the 5 Nov. 1971 Presidential

B. NSCIC WG has conducted its initial meeting and discussed various aspects of the problem.

C. As a result, the Chairman NSCIC WG is submitting the following initial plan of action. *to the NSCIC WG.*

II. Discussion

There are three key elements to the NSCIC WG area of consideration:

A. Consumer Need

The problem here can be simply stated as one of improving the communication of consumer needs to the intelligence community and the feedback expression of how intelligence sees consumer needs. The problem can further be divided into the generalized and specific statement of need and the degree of correlation between them.

A1. Generalized Need

a. The primary statement of generalized need is an output of the Intelligence Community manifest in DCID 1/2 "National Objectives and Priorities."

b. At a higher level of aggregation the Intelligence Community has been experimenting with a method and model in which both consumer and intelligence views of needs may be registered and statistically compared with respect to concensus and variance. e.g., DIA's Project ALPHA.

The primary purpose of generalized need statement is to provide intelligence with overall guidance as to consumer's views of the relative value of those needs across the entire spectrum of geopolitical and topical concerns to which intelligence must relate its operations and resources.

A2. Specific Needs

Dr. Kissinger asked each Department to prepare a statement of what it's departmental requirements are. A review of the inputs and the request by Chairman NSCIC makes it evident that greater definition of the problem is required to make such an input meaningful and useable.

On the generalized requirement level, DCID 1/2 represents such a statement. On the level of specific Departmental Requirements, the current system of expression is too complex to provide for a useful input for further NSCIC exploitation. (See Annex A, "The Intelligence Requirements Process at State.")

It is recognized that some common system of consumer requirements should be established which identifies specific needs and relates them to specific consumers in terms of variables relating to time, geopolitical and topical area, and the specific intelligence producer's tasked to respond. The purpose of such a system would be to supply intelligence management with explicit information and analysis as to the demands upon the community production function and managements ability to meet them. This information can also be a basic input to an overall intelligence management information system.

B. Product Evaluation

The Presidential Directive states that the Net Assessment Group of the WSC Staff is responsible for reviewing and evaluating all intelligence products.

This is a new function and requires the selection of an initial product area and development of both the study organization and study approach and methods. Specific product evaluation also includes the explicit request for product since the product can only be meaningfully evaluated in terms of what was requested.

Finally, the method of feeding back the actual product evaluation to the producer and the follow-up action which results is an essential part of this subject if the loop is to be a closed one.

B1. Initial Product Selection

Since the NSCIC is geared to the level of intelligence inputs to the National Security Study Memorandum, this appears to be the most profitable initial point to start the explicit process of "product evaluation".

B2. A Product Evaluation Program

Once the initial approach and techniques have been worked out by the NSCIC WG and the head of the NSC Staff Net Assessment Group, a Product Evaluation program can be designed and extended to cover selected NSSMS, NIES, and other products at the national level.

C. Production Improvement

The selection of a starting point in developing the comprehensive Product Improvement Program called for in the President's Directive requires a frame of reference and an initial point of departure. The President's memorandum alluded to five specific instances where improvement appeared called for in the intelligence production function:

- (1) "that resources devoted to analysis and production should increase."
- (2) "that a determined effort be made to upgrade analysis personnel."
- (3) See. (2) "and analysis methods."
- (4) "more rewarding careers for intelligence analysts."
- (5) "including the opportunity to reach high salary levels while remaining analysts."

It is apparent that the scope of the above mentioned instances requires the comprehensive study program called for in order to determine the explicit conditions associated with the above mentioned instances and the resultant recommendations and implementing actions which would be required.

III. The Suggested Initial Program

A. Consumer Need

1. NSCIC (WG) Project I: DCID 1/2 Review & Approval

USIB has recently approved DCID 1/2 "National Intelligence Objectives and Priorities." It is recommended that the NSCIC WG members who have not reviewed this before do so, and consider our sending it (and briefing) to NSCIC for their review, comment, and approval. This would serve the purpose of having NSCIC approval of the Intelligence Community view of consumer objectives and priorities as amended (if occasioned) by NSCIC. (See Annex B "NSCIC 1/2, National Intelligence Objectives and Priorities.").

Project - WG-1 Action

1. Review by NSCIC WG.
2. Submission to NSCIC
3. DCI memo to Intelligence Community regarding NSCIC Action.

2. NSCIC (WG) Project II: Project ALPHA Experimental Study

DIA Project "ALPHA" is both a method and a model in which individual views are registered as to the relative value of needs within a specific geopolitical and topical (substantive) matrix. The statistical summations of multiple inputs results in views of consensus and variance. Defense consumers plan to participate in a Project "ALPHA" exercise on January 27, 1972, (See Annex C, "Preliminary Information for Intelligence Users Panel, ALPHA Exercise Pretest."

Phase I of NSCIC Project II will extend the ALPHA exercise to "Non-Defense Consumers Group". This data will be analyzed along with the Defense Data and the study submitted to NSCIC WG.

Phase II will extend the ALPHA exercise to a Community Wide Intelligence Manager and Producer Group. This data will be analyzed compared to the Phase I results and the study submitted to NSCIC WG.

Phase III will be the preparation of the findings by NSCIC WG for NSCIC. Review and Comment.

Project WG-2: Action

1. Phases I & II: DOD with DCI/NIPE Support.
2. Phase III: NSCIC WG Chairman.

3. NSCIC (WG) Project III - Specific Needs Study

This project would set up an ad hoc Working Group of key consumers and intelligence producers to investigate the practicality of setting up a common and standard system of identifying specific consumer requests for intelligence products. The ad hoc study group terms of reference would be written by the Group and submitted to NSCIC WG for approval prior to study initiation.

Project NSCIC WG - III Action:

1. Chairman NSCIC WG

B. Product Evaluation

1. NSCIC (WG) Project IV: Initial Product Evaluation

As a result of a survey conducted by the Chairman NSCIC WG and the Director, NSC Staff Net Assessments Group of the NSSM's with major input demands upon the Intelligence Production Community, it was decided to select the Intelligence Input to NSSM - 69 "US Nuclear Policy in Asia" as the subject of the first NAG Product Evaluation. In addition to offering several advantages because of the subject and the nature of the two explicit intelligence papers prepared for the NSSM Group, it will also allow for a possible concurrent product evaluation of selected Series 13 National Intelligence Estimates.

The Product Evaluation will be prepared by an Ad Hoc Group under the chairmanship of the Director NAG.

The Director NAG will be responsible for selection of Ad Hoc group membership, Study Terms of Reference, Study Methodology and the submission of the study to NSCIC WG for review and consideration of an NSCIC action preparation.

NSCIC (WG) Project IV Action

Director, NAG/NSCS

Production Improvement

The Product Improvement projects are designed to provide a base for the evolution of a comprehensive product improvement program. They are also designed to provide the NSCIC (WG) with some basic information and data about the Intelligence Production function which may be used by NSCIC.

1. NSCIC WG Project VI: DIAGNOSTIC STUDY of the Community Production Effort.

This study will provide a common statistical frame of reference explicitly identifying community production units and showing their relative efforts in terms of geopolitical and topical subjects. Thus, it will in fact provide a common base for future NSCIC discussions of the Producer world.

NSCIC Project VI Action:

Chairman, WG (NIPE/Staff)

2. NSCIC WG Project VII:

The production related factors in the Presidential directive mentioned (see above Product Discussion: Improvement p. 3) covers the entire production function in terms of institution, product types, and geopolitical & topical orientation.

Thus, the proposed study will take a discrete part of the producer's world which deals with a discrete geo-political/topical subject and submit it to analysis concentrating on those areas emphasized in the Presidents Directive.

The subject of the Proposed Study will be "The Soviet Ballistic Missile Program."

The Study will be divided into two parts which will be done concurrently. Part I will be an explicit analysis of the Production process in key community production organizations which are primarily concerned with the subject. Specific data would be gathered on inputs by source, data base organization (automated and manual files), analysis personnel (all qualitative aspects), analytical aids (machine and manual) analyst-file relationship, output preparation, production load factors, (periodic and non-periodic), priority criteria, and consumer relationship, if any. Input and output measurements would be looked for or attempted. The objective of Part I will be to analyze the current production capability and those variables of input and output which essentially relate to the analyst and his work environment in order to recommend appropriate actions.

Part II of the study will be done concurrently with Part I. Part II will be designed to deal with analysis of the subject area product itself and the analytical methods and techniques used. Part II will also be designed to look at the subject itself over time as expressed in various modes of output.

Study Organization

Part I and Part II will each be set up under a Project Leader and an Ad Hoc Study Group. When required, community production activities will be tasked to provide inputs or subject to survey by the study teams.

NSCIC WG Project VII Action:

Part I : Chairman NSCIC WG

Part II: Director, NAG/NSCS

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SUBJECT: NSCIC WORKING GROUP AGENDA

The purpose of the (suggested) agenda for this meeting is to bring such items to the Working Group for consideration which will result in an initial "work program" or plan of action for NSCIC consideration.

The agenda attempts to cope with both the consumer need and product evaluation areas as an initial concern. It also attempts to include recent suggestions by the WG members.

Consumer Need

The agenda items related to consumer needs cover both general and specific need statements.

The primary purpose of the general need or objectives statement is to provide intelligence with overall guidance as to the consumers view of the relative value of his needs across the entire geopolitical and topical spectrum. Such guidance is used by Intelligence managers as an input to planning, programming and evaluation, e.g., DCID 1/2.

The primary purpose of specific consumer need recording is to have a specific record of who wants what and when. The analysis of this record on both a current and periodic basis can serve to indicate need change characteristics. A current need assessment technique can also result in valuable feedback queries to the consumer and a better consumer requirement. D

Item 1

USIB has recently approved DCID 1/2 " National Intelligence Objectives and Priorities." It is recommended that the NSCIC WG members who have not reviewed this before do so, ~~and consider our sending it (and briefings)~~ it be sent to NSCIC for their review, comment, and approval. This would serve the purpose of having consumer approval of the Intelligence Community view of consumer objectives and priorities.

are registered as to the relative value of needs within a specific geopolitical and topical (substantive) matrix. The statistical summations of multiple inputs results in ~~consensus~~ views of variance. Defense consumers plan to participate in a Project "ALPHA" exercise on January 27, 1972.

Should we set up an exersize for non-Defense consumers and join this data? The resulting data would provide us with both a consensus and ~~evid~~ evidence of variance between Defense and non-Defense consumer views if such exists.

If we do this, we can present the results to NSCIC for their review and comment. Finally, we might also consider setting up an ALPHA for key intelligence producers and possibly other intelligence seniors. The results of this could be analyzed in comparison to the consumer result and differences noted.

Item 3

Does the NSCIC Working Group wish to set up a program to record and review selected consumer requests (e.g. NSC and Treasury Department) over the coming year? The purpose of such a program would be

- a) to provide current awareness of requests
- b) to experiment with a query feedback system to consumers ¹⁾
- c) to provide a pilot program for a consumer-wide effort, if this experience proves worthwhile.
- d) to provide an explicit aggregation of consumer need expressions which can be analytically compared to the "judgemental" projections found in the DCID and ALPHA modes.

1/ A query feedback system to consumers would take the form of further questions related to the requirement, such as problems associated with the need, depth of analysis required, and specifics with respect to data detail, format, and the handling of uncertainty.

Product Evaluation

The Net Assessment Group of the NSC Staff is responsible for reviewing and evaluating all intelligence products. The NSCIC Working Group, I am sure, wishes to do everything it can to assist Mr. Marshall in setting up a program to effect this review and evaluation. Whatever Mr. Marshall does in Product Evaluation, it is clear that this will be the initial stimulus to the development of a comprehensive effort in ~~the~~ intelligence product improvement called for in the President's directive.

However, before we can go any further in this area, it seems apparent that we must hear from Mr. Marshall, which is Item 4 on our agenda.

Item 4

For example, does Mr. Marshall desire to conduct an ~~exp~~ post facto product evaluation with respect to selected NSSM's and NIE's completed in the past year or so?

With respect to the future, does Mr. Marshall desire to establish a list of scheduled products and undertake an on-going product evaluation program with timely feedback so that intelligence inputs may be changed? (This could be tied to Item 3 and the query feedback related to the original requirement statement.)

Considering the size of the effort, how does Mr. Marshall ~~be used~~ ⁵⁴⁻⁵⁵⁻⁵⁵ ~~in~~ the NSCIC Working Group in organizing consumer product evaluations.

Finally, how does Mr. Marshall view his role in the follow-up activity ~~Approved For Release 2001/09/03 : CIA-RDP84B00506R000100050021-7~~ of group of evaluations?

Ex Post Facto Crises Analysis

I am distributing a copy of a memorandum sent to me by Dr. Hall which proposes that the Working Group undertake a study of a past crisis which answers a number of specific questions.

Item 5

Since Dr. Hall's memorandum is quite short, I suggest that we read it and have a brief discussion and your immediate views. I suppose we can call this area "event evaluation." It may well be that you will desire to carry this item over to the next agenda, particularly with respect to the "how" and "who" if you decide that we should undertake this task.

Finally, I suggest that if the Working Group is capable of responding to all of the items in this agenda, I believe we may have an initial plan of action for NSCIC consideration.

WG Chairman

19 Jan 72

AGENDA TOPICS

1. NSCIC Working Group be briefed on DCID so everybody knows what is in it and what the DCI is trying to do. This in preparation for briefing by Thomas of NSCIC on DCID.
2. NSCIC Working Group develop questionnaire for NSCIC members to state their ideas on shortcomings and weak points in the intelligence product. Covers reactions to estimates, timeliness, adequacy by subject, by area, depth of coverage, amounts available, etc.

MOR
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QUESTIONNAIRE ON INADEQUACIES IN INTELLIGENCE PRODUCT

1. Introduction: In connection with his responsibilities as outlined in the revised NSCIDs and in response to the Presidential directive of 15 November? the Director of Central Intelligence desires that a survey of intelligence users be made to uncover areas ~~xx~~ where improvements should be made in the substantive intelligence product. ACCORDINGly, your candid opinions are sought on the intelligence products which you receive. Specific questions are asked and space is provided for any comments you might wish to make. Our intent is to discover areas of dissatisfaction and from there to seek ways of improving the usefulness of the primary intelligence product to you and the other/decisions makers in the security and foreign affairs echelons of the Government.

2. QUESTIONNAIRE

you. or are regularly available to

A. Products received. Check which products you personally receive.

- President's Daily Brief
- Current Intelligence Bulletin
- National Estimates
- CIA ~~Memorandum~~ Intelligence Memoranda
- Intelligence Annexes to NSSM's
- Defense Intelligence Bulletin
- NSA SIGINT Review
- CIA Weekly
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B. Use~~s~~ made of product

Publication Aids in Decision Making Background No Real Use

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C. Opinions on product

Publication OK Lacks Depth Info not Timely Info not important

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D. Suggestions for Improvement of Existing Products

Publication

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E. Subject Coverage

-- Are the substantive areas in which you have an interest adequately covered? Indicate where there are shortcomings.
(Include matrix with boxes blank)

-- Are there other subjects which you would like to see covered.

-- Are there other countries which you would like to see covered.